

FIG. 2

Enter a 1 where appropriate; leave blank if unsure.

Criteria	High Attractive	Assessment	Low Attractive	Assessment
Market:	Market-driven		Unfocused	
Customers	Reachable		Loyal to others	
User Benefits	<1 year payback		>3 year payback	
Value Added	High		Minimal impact	
Product Life	Durable		Perishable	
Timing	With the tide		Against the tide	
Market Structure:	Imperfect, emerging		Concentrated, declining	
Funding Potential:	>\$750K		<\$500K	
Potential Market Share:	Leader, >20%		<5%	
Industry and Market	Significant Capability	0	Incremental Improvement	0

FIG. 3

Enter a 1 where appropriate; leave blank if unsure.

Criteria	High Attractive	Assessment	Low Attractive	Assessment
Time to Breakeven:	<2 years		>4 years	
ROI Potential:	>25%		<15%	
Capital Requirements:	Low to Moderate		High	
Impact on Staffing:	Increase staffing, >2 WY		None	
Room for Error:	Forgiving		None	
Funding Structure:	Multi-Year		Single-Year	
Economics	Loose Constraints	0	Strict Constraints	0

FIG. 4

Enter a 1 where appropriate; leave blank if unsure.

Criteria	High Attractive	Assessment	Low Attractive	Assessment
Fixed and Variable Costs:	Lowest		Highest	
Control over Costs, Prices, and Distribution:	Strong		Weak	
Barriers to Entry:	Low to Moderate		High	
Proprietary Protection	Have or can gain		No Access	
Lead Time	Significant		Aggressive competition	
Legal, Contractual	Proprietary or exclusivity		None	
Contacts, Networks	Well Developed		Limited	
Key People	Top talent		Unimpressive team	
WFPP	Executable		Non-executable	
FMS	Approvable		Non-approvable	
MOU	Executable		Non-executable	
Technology/Concept:	Superior, groundbreaking		Substitutes available	
Competitive Advantage	Significant	0	Not evident	0

FIG. 5

Enter a 1 where appropriate; leave blank if unsure.

Criteria	High Attractive	Assessment	Low Attractive	Assessment
Entrepreneurial Team:	Visionary ,radiates competence, listens		Weak	
Industry or Technical Experience:	Top		Weak	
Integrity:	Highest Standards		Questionable	
Intellectual Honesty:	Know what they don't know and listen well		Does NOT listen	
Stress Tolerance:	Thrives with pressure		Low	
Management team	NUWC Core	0	Evident weakness	0

FIG. 6

Enter a 1 where appropriate; leave blank if unsure.

Criteria	Potential Attractiveness		Potential Flaw	
		Assessment		Assessment
Real Customer	Yes		No	
Under Promise-Over Deliver	Yes		No	
Right Corporate Culture	Yes		No	
Appropriate Team (Motivated, Correct Skills)	Yes		No	
Is Market Correct?	Yes		No	
Confident	Yes		No	
Engineering of Product	Fine		Over engineering	
Stress Test Properly	Yes		No	
Good Sub Suppliers	Yes		No	
Trying to Do Too Much	No		Yes	
Experienced Team	Yes		No	
Right Location	Yes		No	
Price in Line With Competition	Yes		No	
Market Window	Open		Closed	
Competition	None		Large competitor in our space	
Authority to Act Given to Team	Yes		No	
Within Code of Federal Regulations	Yes		No	
Fixed Price Contractually	Yes		No	
Funding Prior To Work Startup	Yes		No	
Resources Available	Yes		No	
Fatal Flaws	None / Mitigated	0	One or more	0

FIG. 7

Idea Name: _____ Originator: _____

Brief Description: _____

External Team Members: _____

Step 1: Opportunity Analysis [originator]

(1)

	High Attractive	Low Attractive
Market	<input type="text" value="0"/> Significant Capability	<input type="text" value="0"/> Incremental Improvement
Economics	<input type="text" value="0"/> Loose Constraints	<input type="text" value="0"/> Strict Constraints
Competitive Advantage	<input type="text" value="0"/> Significant	<input type="text" value="0"/> Not Evident
Team	<input type="text" value="0"/> NUWC Core	<input type="text" value="0"/> Evident Weakness
Potential Flaws	<input type="text" value="0"/> None / Mitigated	<input type="text" value="0"/> One or More
Overall:	<input type="text" value="0"/> Opportunity (Proceed to Step 2)	<input type="text" value="0"/> Idea Needs More Work To Become Opportunity

Step 2: Risk/Reward Assessment [originator]

(2)

Rewards	Risks
<input type="text" value="0"/> Sustains/Grows Core Equity	<input type="text" value="0"/> New Product
<input type="text" value="0"/> Address Critical Need	<input type="text" value="0"/> New Customer
<input type="text" value="0"/> New Business Development	<input type="text" value="0"/> Cooperative Existing Customer
<input type="text" value="0"/> Competitive Advantage	<input type="text" value="0"/> Team
<input type="text" value="0"/> Increase Market Share	<input type="text" value="0"/> Time To Meet Milestones/Deliverables
<input type="text" value="0"/> Increase Professional Reputation	<input type="text" value="0"/> Funding Limited
	<input type="text" value="0"/> Customer Pain
	<input type="text" value="0"/> Internal Processes
<input type="text" value="0.78"/> Benchmark	<input type="text" value="0.020"/> Benchmark
<input type="text" value="0.00"/> Reward Assessment	<input type="text" value="0.000"/> Risk Assessment

Step 3: Final Assessment [Code 31B]

GO

NO GO

MAYBE

STRATEGY: _____

Code 31B Signature: _____

Date: _____

FIG. 8

RISK ASSESSMENT

Enter either a 1 (no risk), a 0 (high risk), or a number between 0 and 1 where you assess risk to be .

Risk Factor	Benchmark	
New Product	0.7	0
New Customer	0.1	0
Cooperative Existing Customer	1	0
Team	1	0
Time to Meet Milestones/Deliverables	0.9	0
Funding Limited	0.5	0
Customer Pain	0.7	0
Internal Process	0.9	0
Total Risk	0.02	0.00

Calculated Risk

Tough

Risk Assessment
0- 002 = Too High Risk Do not do it
002- 02 = High Risk Talk To Customer
.02-0 2 = Tough, but Doable Move ahead.
2-1.0 = Low Risk. Go For it

REWARD ASSESSMENT

Enter either 1 (Low reward), 2 (Moderate reward), or 3 (high reward)

Reward Factor	Weight Factor	Benchmark	
Sustains/Grows Core Equity	3	3	
Address Critical Need	2	2	
New Business Development	3	3	
Competitive Advantage	1	1	
Increase Market Share	1	1	
Increase Professional Reputation	2	2	
Total Reward		0.78	0.00

Calibrated Reward.

Moderate

Reward Assessment
0.3 to 0.55 = Low
0.55 to 0.80 = Moderate
0.80 to 1.00 = High

FIG. 9

**Strategic Planning and
Development Office**
Request for Support to Divisions

I.	Code 31B Point of		Date of	
	Phone		Fax	
	E-Mail			
II.	Support Title			
III.	Logged into 31B Action Item		Log-in	
IV.	Request			

31Bs Action

☐ Log into 31B Action Database

☐ Copy for 31B Task Book

☐ Send Copy to "Requestee"

☐ Send Copy to "Requestor"

Provide Copy of Opportunity Analysis and Risk/Reward Assessment

☐ Notifv 31B POC upon

Initial: **Date:**

Description of	
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V. Additional Information and Guidance

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Job Order Number		Can Be Used	
VI. Request Due Date To Code 31B			

Business Sensitive

FIG. 10

Proposal Capture Plan

Opportunity Name: _____

Date: _____

Point of Contact: _____

FIG. 11

The Buyer's Need

(A short, succinct description of what the buyer needs)

Notes.

- ① Projection of each viewgraph keeps everyone informed and involved and provides a central point for action items.
- ② Use different colored pen for action items.

FIG. 12

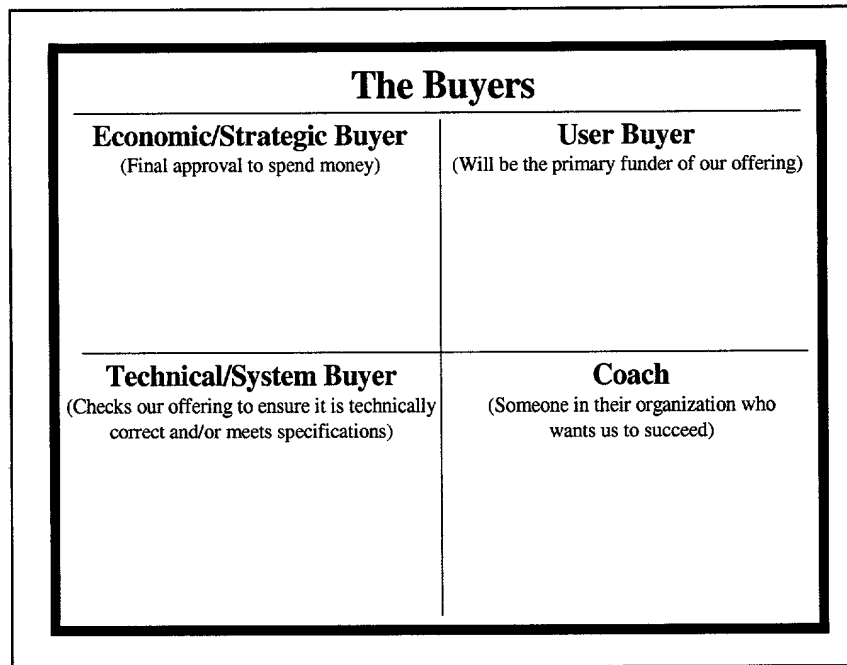


FIG. 13

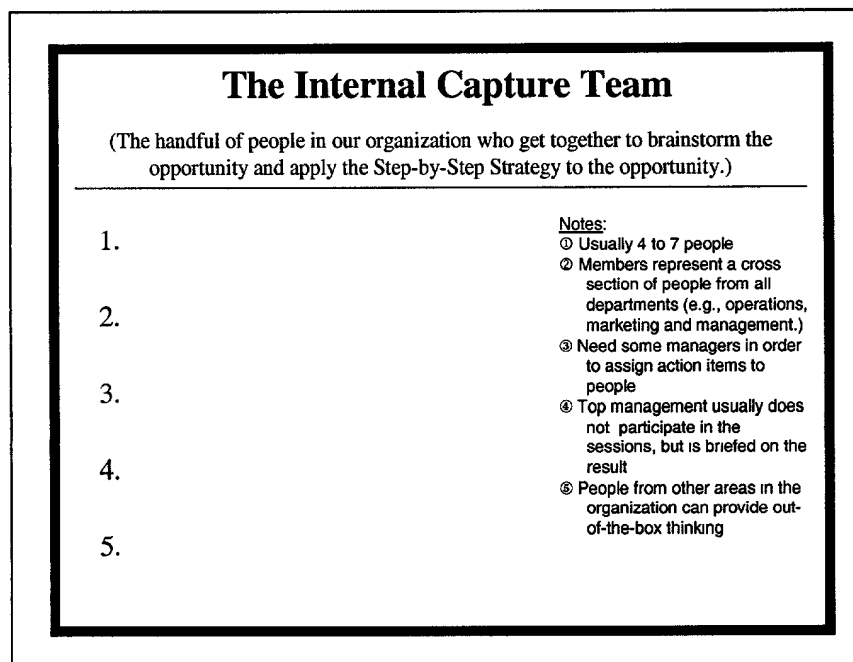


FIG. 14

Information Required About the Need		
What information do we need to get?	How are we going to get it?	Action person assigned

FIG. 15

Information Required About the Buyers		
(What do we want to know about the buyers to make an opening statement in the first 18 to 39 seconds?)		
What information about the buyers do we want to get?	How are we going to get it?	Action person assigned

FIG. 16

Information Required About the Money Available		
What information do we need to get?	How are we going to get it?	Action person assigned

FIG. 17

Information Required on the Competition			
Likely competitors	What information do we need to get?	How are we going to get it?	Action person assigned
1.			
2.			
3.			
4.			
5.			
6.			

FIG. 18

Assessing the Competition

The Top Competitors	Strengths	Weaknesses
1.		
2.		
3.		

Notes: • Provides info on other organizations in case we need to team up to get the "killer argument."
 • Provides info on competitor weakness. Useful in "ghosting" the competition

FIG. 19

Internal Investment Required

(What will it cost us to close this opportunity?)

- | | |
|---|----------|
| 1. Cost of people working on overhead supporting the marketing effort | \$ _____ |
| 2. Travel costs | \$ _____ |
| 3. Cost to provide free on-site people at the customer's site | \$ _____ |
| 4. Internal Research and Development costs, e.g. | \$ _____ |
| a. Software development | |
| b. Prototype costs | |
| c. Cost of demonstrations | |
| 5. Cost to write the proposal | \$ _____ |
| 6. Other costs | \$ _____ |
| Total cost | \$ _____ |

FIG. 20

Internal Return-on-Investment (ROI)

1. Expected revenue in first two years of funding \$ _____
2. Anticipated profitability _____%
3. Internal investment required (from previous viewgraph) \$ _____
4. Internal ROI $\left(\frac{\#1}{\#3} \right)$ _____

FIG. 21

Our Response to the Need

(What are we going to offer the buyer that will satisfy part or all of the need?)

FIG. 22

What is Our "Killer Argument"?

- How can we show the buyer that we have satisfied the exact same need for similar buyers in the recent or past. List examples.
- OR
- If we cannot show this, what can we do to reduce the risk in the buyer's mind?
 1. What have we done that relates?
 2. What other organizations can we team up with?
 3. How can we use the experience of our vendors, suppliers, subcontractors and consultants?
-

FIG. 23

What are Our Key and Ghosting Discriminators?

(What's unique and superior about our offering?)
(What can we use to "ghost" the competition? How can we counter the competitors' weaknesses?)

Key Discriminators

- 1.
- 2.
- 3.
- 4.

"Ghosting" Discriminators

- 1.
- 2.
- 3.
- 4.

FIG. 24

Who Is the Lead Salesperson(s) for Each Buyer	
Economic/Strategic Buyer (Final approval to spend money)	User Buyer (Will be the primary funder of our offering)
Technical/System Buyer (Checks our offering to ensure it is technically correct and/or meets specifications)	Notes Match up sellers and buyers based on: - Personality types (match or mirror) - Seniority level in the organization - Level of technical knowledge

FIG. 27

What is Our Pre-Selling Contact Plan?
(Who do we need to pre-brief?)
<ul style="list-style-type: none"> • Line up coaches • Convince following people in our organization: <ol style="list-style-type: none"> 1. 2. 3. 4. • Convince the following people who influence the buyers: <ol style="list-style-type: none"> 1. 2. 3. 4.

FIG. 28

Potential Questions and Objections and Our Responses			
Question/Objection	Response	Action Needed	Action Person Assigned

FIG. 29

<p>Several Appropriate Closing Proposal Approaches</p> <p>(Of the top 10 closing proposal approaches in use in the U.S. today, which ones are most appropriate to this buyer/opportunity? How would we use them?)</p>
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FIG. 30

Elements of Our Presentation

(What will be the elements of a presentation if we have to give one, or if we need to leave info with the user buyer to influence the economic/strategic buyer?)

FIG. 31

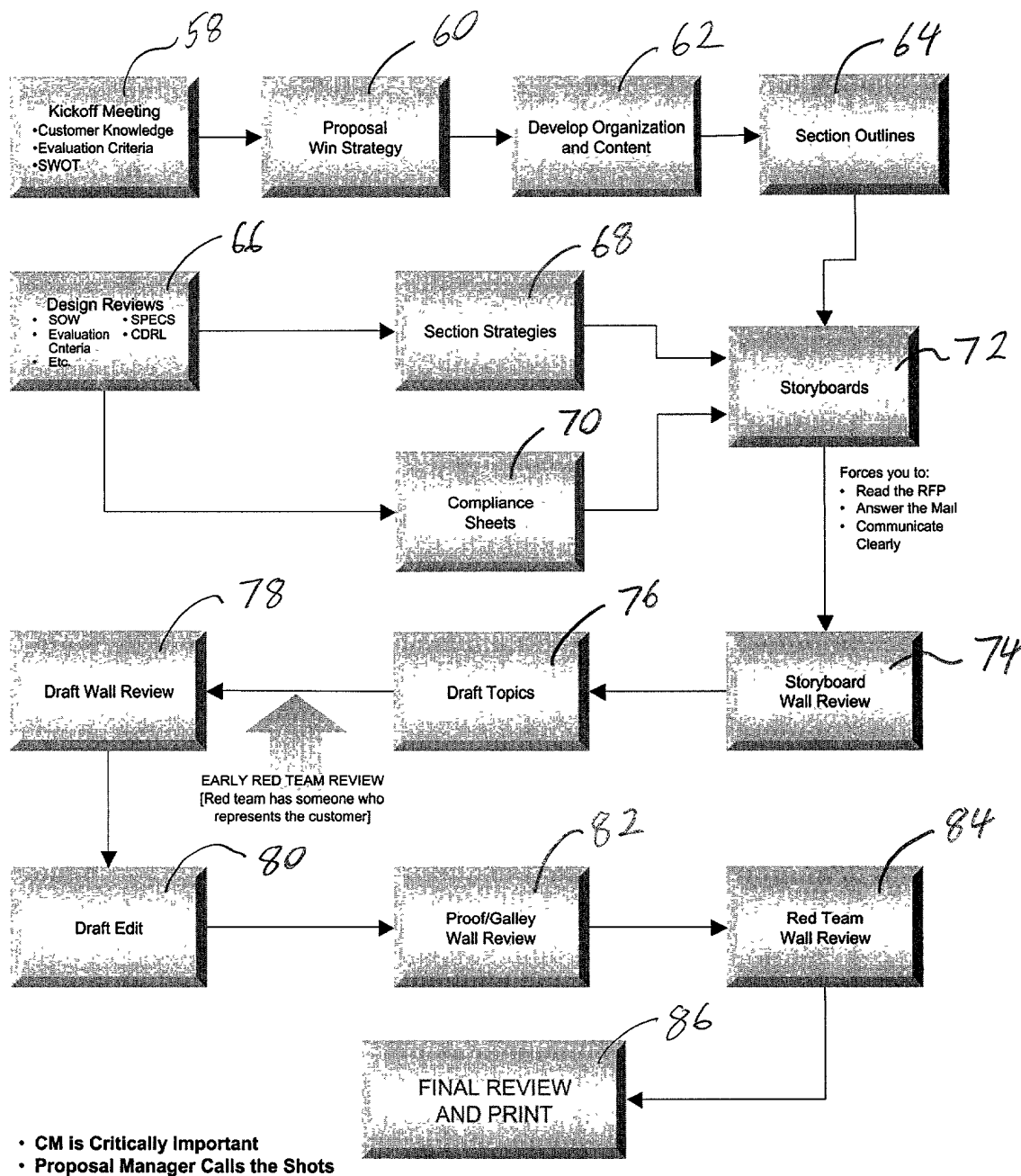


FIG. 32